

**THE RELATIONSHIP OF WORK-FAMILY CONFLICT TO
JOB STRESS AND JOB SATISFACTION: THE STUDY OF
RESTAURANT EMPLOYEES IN YOGYAKARTA**

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THE RELATIONSHIP OF WORK-FAMILY CONFLICT TO JOB STRESS AND JOB SATISFACTION: THE STUDY OF RESTAURANT EMPLOYEES IN YOGYAKARTA

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ABSTRACT

The objectives of this research are to know and to gain information regarding the relationship of work-family conflict towards job stress and job satisfaction and the effect moderated by social support on restaurant employees in Yogyakarta. The samples of this research were employees from 3 restaurants in Yogyakarta. The questionnaires were distributed to 150 respondents and 143 questionnaires were properly filled by the employees. The analytical model used in this research was multiple linear regressions by using SPSS as a tool to analyze the data. The results of this research showed that work-family conflict had no influence to job stress because the value of significance is 0.478 ($p > 0.05$). However, work-family conflict has a negative influence to job satisfaction based on its value of significance which is 0.000 ($p < 0.05$). Besides, work-family conflict has no relationship to job stress even after having influenced by social support because the value of significance is 0.478 and 0.70 ($p > 0.05$). Otherwise, work-family has a negative influence to job satisfaction based on its values of significant which are 0.000 and 0.000 ($p < 0.05$).

Keywords: *Work-Family Conflict, Job Stress, Job Satisfaction, Social Support*

ABSTRAK

Penelitian ini bertujuan untuk mengetahui dan memperoleh informasi mengenai hubungan konflik kerja-keluarga terhadap stres kerja dan kepuasan kerja dan efek dimoderasi oleh dukungan sosial pada karyawan restoran di Yogyakarta. Sampel penelitian ini adalah karyawan dari 3 restoran di Yogyakarta. Kuesioner dibagikan kepada 150 responden dan 143 kuesioner diisi dengan benar oleh karyawan. Model analisis yang digunakan dalam penelitian ini adalah regresi linier berganda dan menggunakan SPSS sebagai alat untuk menganalisis data. Hasil penelitian ini menunjukkan bahwa konflik kerja-keluarga tidak memiliki pengaruh terhadap stres kerja dikarenakan nilai signifikan yang dimiliki adalah 0,478 ($p > 0,05$). Namun, konflik kerja-keluarga memiliki pengaruh negatif terhadap kepuasan kerja berdasarkan nilai signifikannya yaitu 0,000 ($p < 0,05$). Selain itu, konflik kerja-keluarga tidak memiliki hubungan dengan stres kerja setelah dipengaruhi oleh

dukungan sosial karena memiliki nilai signifikans sejumlah 0,478 dan 0,70 ($p > 0,05$). Akan tetapi, konflik kerja-keluarga memiliki pengaruh negatif terhadap kepuasan kerja berdasarkan nilai signifikansi yang berjumlah 0,000 dan 0,000 ($p < 0,05$).

Kata kunci: *Konflik Kerja-Keluarga, Stres Kerja, Kepuasan Kerja, Dukungan Sosial*

1. Background of Study

Nowadays, family concepts become one of important concepts developing continuously. In order to achieve a good quality life, family life need to be maintained because family conflict can affect the sustainability value of quality life (Karakas & Sahin, 2017). Tourism industry, especially the hospitality industry, must constantly improve the quality of services to satisfy the needs of customers and to remain competitive. The increased competition and expectation for customer satisfaction might give effects to employee's workforce. The competition affects the employee workforce. Employees will have a heavy workload and have irregular working hours, and experience difficulties in reconciling work and family life (Mansour & Tremblay, 2016).

Based on a survey done by The Chatered Institute of Personnel and Development, it was found that 25% of employees surveyed and reported some sort negative health impact from working long hours. Based on a survey done by The *Psychosocial Working Conditions*, it indicated that around 1 in 6 of all working individuals though their jobs were very or extremely stressful. In addition, 63,000 employees were reported to have work-related heart disease, ascribing their illness to work stress (Dewe, O'Driscol, & Cooper, 2010). A survey done by Regus Asia, found that 64% of Indonesia worker's stress has been developing from 2011 (Mahdalia, 2014).

The increased levels of work-family conflict are negatively influenced to several different parts of employee job-related satisfaction. The finding suggested that responsibilities in the workplace and responsibilities at home cannot be filled successfully in the lives of employees (Boles, Howard, & Donofrio, 2001). Work-family conflict is negatively influenced by several subjects, such as job attitudes and consequences including lower overall job satisfaction (Boles, Howard, & Donofrio, 2001)

The hospitality industry with its characteristics of late hours, long hours, and low wage level is particularly vulnerable to the effects of work-family conflict (Namasivayam & Mount, 2004). Because of its job characteristics, it is acknowledged that employees in frontline service jobs of the hospitality

industry are faced with exhaustion and having less satisfaction on their job (Karatepe, 2010; Zhao & Ghiselli 2016; Adisa, Osabutey, & Gbadamosi, 2016).

In Yogyakarta itself, restaurant business is developing continuously. There are many types of supporting business for tourism in Yogyakarta, such as hotel, student dorm, and restaurant. The business becomes one of the potential businesses in Yogyakarta because there are lots of tourists and students coming to Yogyakarta every year (Badan Pusat Statistik Yogyakarta, 2017). According to data from Survei Angkatan Kerja Nasional (Sakernas) surveyed in February 2015, it identified that 24.34% of workers in Yogyakarta work in the hospitality industry focusing on restaurant, hotel and selling products (BPS Provinsi D.I.Yogyakarta, 2016). This research will focus on examining the relationship between work-family conflict towards job stress and job satisfaction in restaurant employees in Yogyakarta.

2. Literature Review

2.1 Work-Family Conflict

Work-family conflict is defined as “a form of inter role conflict in which the role pressures from the work and family domains are mutually incompatible in some respects. That is, participation in the work (family) role made more difficult by virtue participation in the (family) role” (Greenhaus & Beutell, 1985). Work-family conflict is started from simultaneous pressures from the work and family domains that are incompatible in some respects (Baltes, Clark, & Chakrabarti, 2010).

2.2 Job Stress

National Institute for Occupational Safety and Health defined job stress as the harmful physical and emotional responses that occur when the requirements of the job do not match with the capabilities, resources, or needs of the worker (Armstrong, Atkin-Plunk, & Wells, 2015). The causes of job stress are related to the work environment, working conditions and harness of the job, organizations disorder, lack of role task delegation, workplace distance, fast changes and the most importantly, salary insufficiency (Karakas & Sahin, 2017).

2.3 Job Satisfaction

Locke defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience,” referring to the importance of both affection and cognition (Lee, 2012).

2.4 Social Support

House defined a social support as a social network structure including the availability and quality of social relationships, confirmed by the provision of help, emotional sustenance, or information that might influence health promoting behaviors (Blanch & Aluja, 2012). Social supports are categorized into several parts based on the sources, such as supervisors, coworkers, family or friends (Armstrong, Atkin-Plunk, & Weels, 2015).

2.5 Hypothesis Formulation

The first hypothesis proposed is about the relationship of work-family conflict to job stress. The higher the stress experienced by employees, the more work-family conflict they experience, and the lower the stress, the less they experience work-family conflict (Rabenu, Tziner, and Sharoni, 2017). It is also found that work-family conflict can be a major stress that increases home health worker's vulnerability to mental distress (Lee & Jang, 2017). Higher levels of strain- and behavior-based work-family conflict is related to higher levels of job stress. Simultaneously, a reciprocal association existed such that family-work conflict was also related to more job stress (Armstrong, Atkin-Plunk, & Wells, 2015)

H1= Work-family conflict has a positive influence to job stress

The second hypothesis proposed is about the relationship of work-family conflict to job satisfaction. Work-family conflict has a negative effect on job satisfaction. Taiwanese correctional officers who experience a higher level of work family conflict tend to have less satisfaction with their work (Hsu, 2011). Higher levels of strain- and behavior-based work-family conflict is related to lower levels of job satisfaction. Simultaneously, a reciprocal association existed such that family-work conflict was also related to less job satisfaction (Armstrong, Atkin-Plunk, & Wells, 2015). The continuous experiences of work overload, tight deadlines and conflicting demands at work create strain in employees, reduce their ability to take care of their non-work responsibilities, and are accompanied by feelings of dissatisfaction with work-family balance (Beham & Drobic, 2010).

H2= Work-family conflict has a negative influence to job satisfaction

The third hypothesis made for further investigation in the relationship of work-family conflict to job stress. Social support could be integrated into a family-friendly organizational culture, and this would help hospitality employees balance work and family demands and ultimately

facilitate the retention of talented employees (Zhao & Ghiselli, 2016). High coworker work-family supports protected temporary workers against the negative effects of high work-family conflict on emotional energy at work (Mauno & Ruokolainen, 2017). Correctional officers who perceived that behaviors learned at work were detrimental to being a good parent, spouse, or friend (behavior-based conflict) were significantly more likely to have higher job stress (Armstrong, Atkin-Plunk, & Wells, 2015).

H3= Work-family conflict affected by social support has a positive influence to job stress

The fourth hypothesis made for further investigation in the relationship of work-family conflict to job satisfaction. Rathi and M. (2013) found that when employees perceived that demands of their work role interfere with the fulfillment of the family roles then it may negatively influence their attitudes toward the job, which can further result in reducing job satisfaction. Besides, social support from coworkers significantly moderated the relationship of work-to-family conflict and family-to-work conflict with family satisfaction, but not with job satisfaction (Rathi & M., 2013). Temporary workers with low coworker work-family support were at greater risks of job dissatisfaction and diminished emotional energy at home than were their permanent colleagues in the presence of high work-family conflict (Mauno & Ruokolainen, 2017). Correctional officers who perceived that behaviors learned at work were detrimental to being a good parent, spouse, or friend (behavior-based conflict) were significantly more likely to have lower job satisfaction (Armstrong, Atkin-Plunk, & Wells, 2015).

H4= Work-family conflict affected by social support has a negative influence to job satisfaction

3. Research Methodology

This study uses quantitative methods to examine primary data gathered from the companies. A questionnaire will be distributed to three restaurants, they are Koki Joni, Ayam Gobyoss, and Waroend SS. Respondents were asked to answer the questions in the questionnaire using Likert scale. The hypothesis testing will be used for this study since the purpose of this research is to gain information about the relationship of work-family conflict to job stress and job satisfaction before and after affected by social support.

The population in this research are all the employees from three restaurants. Purposive random sampling is used in this research to collect

the data. The characteristics that determine the use of purposive random sampling in this research are: (1) Restaurant is located in Yogyakarta, Sleman, and Bantul County, (2) Restaurant is having more than 20 employees, (3) All of the job positions will be the respondents.

3.2 Data Testing

Validity and Reliability test will be conducted in this research. Validity test will be used by the researcher to find out the extent to which the measuring instrument precision and accuracy in performing the functions of measurement. In addition, reliability test will be used by the researcher to measure the stability and consistency of the instrument.

3.3 Hypotheses Testing

Multiple linier regressions were used to determine the direction of the influence and direction of independent variable (X) to the dependent variable (Y). If sig. value < 0.05 , it means that H1 is accepted, thus it will be concluded that there is influence of independent variable to dependent variable. If sig. value > 0.05 , it means that H1 is rejected, thus it will be concluded that there is influence of independent variable to dependent variable.

4. Data Analysis and Discussions

4.1 Descriptive Analysis

In this research, the data are gathered through questionnaires that have been filled by employees in Koki Joni, Ayam Gobyoss, and Waroeng SS. The questionnaires distributed to respondents are 150 (100%). There are 7 (4.6%) of lost questionnaires since they have not been returned to the researcher. Thus, there are 143 (95.4%) proper questionnaire left that can be used in this research. According to the identification of gender, it can be concluded that most of the respondents are males because the data shows that 96 (67%) respondents are males and the rest of them 47 (33%) are females. The next identification of respondents based on age. The majority of respondents were 21-25 years old with the total of 60 (42%). There were 42 (29%) respondents within 16-20 years old. Then, 33 (23%) respondents aged 26-30 years old and the rests were 7 (5%) respondents who were 31-35 years old, also 1 (1%) respondent was 41-45 years old.

The next classifications of respondents are based on working period. The majority of respondents has been working for 1-5 years which was represented by 85 (59%). There were 47 (33%) respondents that have been working on company less than 1 year. Then, there were 10 (7%) respondents that have been working on the company for 5-10 years and 1 (1%) respondent has been working for 10-15 years. The next identifications of

respondents based on job position. The majority of respondents has been working as crew which was about 45 (31%). The respondents that have been working as administrative staff were about 40 (28%). Then, there were 20 (14%) respondents working as waiters and waitresses. There are 12 (8%) respondents working as cashiers and 12 (8%) respondents as the supervisors at the restaurant. Besides, there were 5 (4%) respondents as owners and directors. Then, there were 5 (4%) respondents working at storage division. There were 2 (1%) respondents working as chefs, 1 (1%) respondent working as a research assistant, and 1 (1%) respondent working as a security at the restaurant.

The next classification of respondents is based on educational level. the majority of respondents was graduated from senior high school which is 71 (50%) people. There were 44 (31%) respondents having the bachelor's degree as their last education. Besides, 17 (12%) respondents had junior high school degree as their last education. Then, there were 7 (5%) respondents having associate degree as their last education. Lastly, there were 2 (1%) respondents having elementary school and 2 (1%) respondents had the master's degree as their last education. The next identification of respondents is from marriage status. The majority of respondents has not married which was about 111 (78%). Then, there were 32 (22%) respondents that already got married.

The data of questionnaires of each variables assessment result are categorized as good result. The work-family conflict as X1 has mean value 3.5683; job stress as Y1 has mean value 2.9745; job satisfaction as Y2 has mean value 3.9329 and the social support as one and only mediating variable or Z has mean value 4.0518.

4.2 Reliability and Validity Test Result

Table 4.1. Result of Validity and Reliability Test

Indicators	Pearson Correlation	Cronbach Alpha	Significant / Requirement	Status
Work-family conflict	0.336** - 0.392*		0.000	Valid
		0.779	0.6	Reliable
Job Stress	-0.269** - 0.853**		0.000	1 Item not valid
		0.937	0.6	Reliable

Job Satisfaction	0.719** - 0.461**		0.000	Valid
		0.682	0.6	Reliable
Social Support	0.588** - 0.407**		0.000	Valid
		0.709	0.6	Reliable

Source: Primary Data Processed in 2018

Note:

*. Correlation is significant at the 0.01 level (2-tailed)

**. Correlation is significant at the 0.05 level (2-tailed)

This research use Pearson correlation in validity testing. The total score of Pearson correlation on each variable is concluded as significant if the minimum score is >0.05 and some variables are concluded as significant if the minimum score is <0.05 . There is one question item related to job stress that has a negative Pearson correlation score, meaning that this item is not valid and cannot be included in any other statistical analysis for this research. Besides, all of the research questions on each variable are considered as valid.

For reliability test, this research use Cronbach Alpha Value. The questions considered reliable if alpha test results show greater than 0.6. As stated in Table, the Cronbach alpha value of work-family conflict is 0.779; job stress is 0.937; job satisfaction is 0.682; and social support is 0.709. The result shows that all of the questions contained in the questionnaire of this study can be said as reliable because all of variables have a Cronbach alpha coefficient that are greater than 0.6.

4.3 Hypothesis Testing Result

Table 4.2 T-Test Results for the Dependent Variable of Job Stress

Variable	Coefficient Regression (B)	<i>t</i>	Sig	Result
(Constant)	0.946	1.413	0.160	Not Significant
Work-Family Conflict	0.221	0.711	0.478	Not Significant

Social Support	0.085	1.826	0.70	Not Significant
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Source: Primary Data Proceeded in 2018

Table 4.3 T-Test Results for the Dependent Variable of Job Satisfaction

Variable	Coefficient Regression (B)	<i>t</i>	Sig	Result
(Constant)	3.491	10.615	0.000	Significant
Work-Family Conflict	-0.662	-4.334	0.000	Significant
Social Support	0.193	8.409	0.000	Significant

Source: Primary Data Proceeded in 2018

4.4 Discussion of Research Findings

a. The Relationship between Work-Family Conflict and Job Stress

The results of the analysis showed that the score of probability = $0.478 < \text{level of significance} = 0.005$. The data analysis revealed that the independent variable in this current research which is work-family conflict is not significant and has no influence to job stress.

The finding of this study happened based on several conditions regarding restaurants employees in Yogyakarta. Based on the answers of the questionnaire, it can be assumed that the job of restaurant employees does not really become a burden for each employee. In fact, in Yogyakarta, this type of job has a stable work schedule and did not have a big responsibility so that employees still have time and energy for their family at home after working. Besides, it is really rare for restaurant employees to work overtime when they did not want to. For further information, all of the objected restaurants have good principles, work environment, and did not have any bad impact for their home life which makes employees learn those behaviors into their guideline role as parents, friends, and spouse. Because of the facts, the restaurant employees rarely bring work problems at home and vice versa. The restaurant employees also rarely feel irritable because of all the work demands rarely make them tired at work and they can still do the things they have to do at home. Based on all of the characteristics of restaurant

employees work and family life, the employees does not feel stressed of their job and their family life. It can be concluded that there is no significant relationship between work-family conflict and job stress.

b. The Relationship of Work-Family Conflict to Job Satisfaction

The result of the analysis showed that the score of probability = $0.000 < \text{level of significance} = 0.05$, the researcher found that the independent variable of work-family conflict has a significant relationship toward job satisfaction within the employee's restaurant.

This study also revealed that there is a negative relationship of work-family conflict on job satisfaction. This finding is supported by Hsu (2011) that work-family conflict has a negative effect on job satisfaction. Taiwanese correctional officers who experience a higher level of work family conflict tend to have less satisfaction with their work. Another study was also conducted by Armstrong, Atkin-Plunk, and Wells (2015) finding that higher levels of strain- and behavior-based work-family conflict are related to lower levels of job satisfaction. Simultaneously, a reciprocal association existed such that family-work conflict was also related to less job satisfaction. For further information, Beham and Drobnic (2010) explained that the continuous experience of work overload, tight deadlines and conflicting demands at work create strain in employees, reduce their ability to take care of their non-work responsibilities, and are accompanied by feelings of dissatisfaction with work-family balance.

c. The Relationship between Work-Family Conflict to Job Stress Affected by Social Support

Based on the analysis, the independent variable of work-family conflict that has the score of probability = $0.478 > \text{level of significance} = 0.05$ and it is influenced by social support with the score of probability = $0.70 > \text{level of significance} 0.05$. The researcher found that work-family conflict when influenced by source of support still has no significance with job stress.

Based on the response of questionnaires, all of the social supports is received by the employee and give a good contribution to their work-life. This fact could reduce the pressure of employees at the workplace. In fact, the type of restaurant employees' job does not become a burden. Their job is scheduled is balance enough so that they still have time and energy with their family after working. Besides, the employees feel that the responsibility of job is not so heavy that they rarely have problems or bring their work problems at home. Their work environment seems very supportive because they can build a good personality as friends, parents, or spouses based on their behavior at the workplace. The restaurant employee's

families are very supportive to their job so that they rarely feel irritated at in home. Even if they have problems at home, they can act professionally at workplace and do not bring their problem at workplace. Based on this condition, the restaurant employee did not feel any job stress. It can be concluded that there is no significant relationships between work-family conflict and job stress even if influenced by the source of support.

d. The Relationship between Work-Family Conflict to Job Satisfaction Affected by Social Support

For further results, the result of the analysis showed that the score of probability = 0.000 < level of significance = 0.05. It is influenced by the social support with the score of probability = 0.000 > level of significance of 0.05. The researcher found that the work-family conflict when influenced by the social support has a significance relationship with job satisfaction.

This study also revealed that there is a negative relationship between work-family conflict and job satisfaction when influenced by the social support. This finding is supported by Hsu (2011) finding that perceived supervisors' support could moderate the relationship between work-family conflict and job satisfaction. This research suggested that top administrators and immediate supervisors practice a supportive leadership style when their subordinates work under stressful conditions resulting from work-family conflict (Hsu, 2011). The study by Beham and Drobic (2010) explained that employees who experience high levels of work-to-home conflict tend to be less satisfied with their ability to balance work and non-work responsibilities. However, job related resources, such as control over work and social support at work function works as a cushion against dissatisfaction (Beham & Drobic, 2010). The other study by Mauno and Ruokolainen (2017) found that temporary workers with low coworker work-family support were at greater risk of job dissatisfaction and diminished emotional energy at home than were their permanent colleagues in the presence of high work-family conflict. Armstrong, Atkin-Plunk, and Wells (2015) also found that correctional officers who perceived that their work life resulted in arguments and increased irritability at home, as well as family expressions of unhappiness about the time spent away from home as a result of their job, experienced higher levels of job stress and lower levels of job satisfaction. It is interesting that correctional officers who perceived that behaviors learned at work were detrimental to being a good parent, spouse, or friend (behavior-based conflict) were significantly more likely to have lower job satisfaction (Armstrong, Atkin-Plunk, & Wells, 2015).

5. Conclusions and Recommendations

5.1 Conclusions

From the data analysis that has been conducted previously, it has been proven that the independent variable (work-family support) tested in this research is negatively influence one of the dependent variables which is job satisfaction even after affected by social support. The independent variable (work-family conflict) did not have any influence with job stress as one of the dependent variables in this research even after affected by social support.

5.2 Recommendations

Based on the conclusion, the researcher proposes a few suggestions:

1. In order to maintain the job satisfaction and avoid job stress, it would be better if the managers annually clarify employee's duties, give performance feedback and clearly communicate task objectives.
2. Besides, managers should build a pleasant and supportive organizational culture in which employees can have the better bonding with supervisors and coworkers.
3. Managers and supervisors should practice a supportive leadership style to prevent employees experiencing stressful conditions as the result from the work-family conflict.
4. Managers can also manage the coworkers and family bonding by giving one-day family trip for all of the employees and doing some team working activities together with employee's family. All of those activities above could be integrated into family-friendly organizational culture, and this would help restaurant employees to balance work and family life, increase job satisfaction and preventing job stress happened to the employees.

5.3 Limitations

This research was done only in several areas of Yogyakarta, such as Yogya city, Sleman county, and Bantul county with different sizes of company. Besides that, this research has various job positions with different responsibilities that might affect the results of the study. This research was also only done through questionnaires so that the discussion was only for the description of the questionnaire results and there was no further explanation from the actual condition of companies.

5.4 Suggestions

It is recommended for the future possible studies to conduct a research in other sectors from hospitality industries such as hotel, travel agent, guest house, and other sectors outside the hospitality industry in order to enrich the topics of this study because since the different findings might be found. Besides, it is recommended to use the same size companies in order to get more general results. In the future studies, it would be better to consider about other variables or intermediaries to make this research complete.

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